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DD/S 66-1018  
REGISTRATION  
FILE *Personnel 7*  
21 FEB 1966

MEMORANDUM FOR: Director of Communications  
Director of Finance  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training

SUBJECT : Executive Development

1. As we discussed briefly at a recent Staff Meeting, one of the major problems confronting the Support Directorate and each of your Offices in the years just ahead is the orderly development of adequate numbers of competent officers to succeed the growing list of senior specialists and executives who will be leaving the Agency in the foreseeable future. This is not a new responsibility, of course; it is inherent in our jobs. Inherent, too, is the variation that exists in the timing and intensity of our replacement needs. Some of you, for example, already have acute problems; others may not as yet. For each of us, however, I believe this problem will shortly be assuming new dimensions that will demand far more attention and effort than have been expended in the past when problems of succession were less difficult to meet.

2. The Office of Personnel has done a number of statistical studies which depict the nature of the challenge before us. These studies describe influences which within a very few years will begin to accelerate sharply our annual losses of senior officers. Among these influences are (a) the steady rise in the numbers of senior officers above age 50, (b) the steady increase in the average length of their Federal service, and (c) trends in recent legislation and experience which clearly forecast earlier retirement for such officers in years to come.

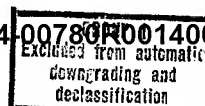
3. As one means of dealing with our future executive needs, I would like each of you to:

a. Establish a formal inventory of your key personnel requirements, together with the names of present and potential incumbents who can fill these requirements, and

b. Develop a comprehensive plan--including job rotation, internal or external training, special assignments, and other appropriate measures--to prepare each of your executive candidates for the prospective assignments indicated for him in the inventory.

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I would then like to review with you on a regular, systematic basis the plans you have developed, your progress in meeting established goals, and any special problems you have encountered or foresee.

4. Realistically, we probably can't project this kind of planning much beyond about five years. So let's accept that as the period to be embraced in your plan for each executive candidate, unless a different period is preferable in a given case.

5. Your inventory of key requirements should include each of your super-grade positions, every chief of a division or staff, and any other positions for which you believe special planning is indicated. Appropriate notes should appear on the age and status of each incumbent, and, to the extent feasible, potential replacements for each position should be identified. In many instances, several candidates will be identified for the same job, and similarly, the same individual may be listed as a candidate for more than one position. Remember that the inventory is not intended as a vehicle for prior decisions or commitments, but is simply your best planning effort for development purposes at the time it is prepared.

6. There is no prescribed number for your list of executive candidates but I would hope that the total, including those already in key positions, will be at least twice the number of requirements shown in the inventory. Appropriate notes on each candidate should reflect age, present assignment, development plans, and other factors bearing on his suitability for the position in question. In selecting candidates, avoid the "ladder" approach and concentrate on making the best long-range choices, even if this means reaching down into fairly junior ranks for some of them. Ability and potential should be the principal selection criteria.

7. Attached is a suggested format for the executive inventory. Modifications that improve it are encouraged, of course. I would appreciate receiving your inventory by 1 May 1966. As soon thereafter as possible I will try to review it with you and discuss your ideas as to how we can accelerate the pace of our over-all executive development program.

SIGNED Alan M. Warfield

R. L. Bannerman  
*for* Deputy Director  
for Support

Att: Proposed Inventory Format

cc: Executive Director-Comptroller w/att

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AEO-DD/S:WFV:hm:ews (16 Feb 66)

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Approved For Release 2003/02/27 : CIA-RDP84-00780R001400030001-5

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